

## CITY OF MILPITAS 2005 ECONOMIC STRATEGIC ACTION PLAN

The Action Plan defines programs and activities to implement the strategy over the next three to five years. These actions are organized by the Strategic Plan goals and objectives and the City Budget and identifies implementation teams and estimated costs.

### Goal: Improve Milpitas' Image as a Place to Live, Work and Shop

<b>Objective: Build and maintain an effective place branding strategy.</b>	
<u>City Budget Policy:</u> Oversee completion and implementation of the Economic Development Plan.	
<b>Implementation Team &amp; Costs</b>	January – June 2006
EDM, EDC, Engineering; Planning  Approved: \$22,500.	<ul style="list-style-type: none"><li>Fund one additional local identifying sign in FY05-06 in addition to the sign designated for Piedmont @ Landess. Incorporate into signs historic or cultural icons that reflect Milpitas' history and cultural diversity, such as using Handcraft Tiles.</li></ul> Team: Economic Development Manager (EDM); Economic Development Committee (EDC)
EDM, EDC, Information Services (IS)	<ul style="list-style-type: none"><li>Develop a new economic development page to be added to the City's existing web site, which provides information on economic development issues, programs, and events designed to educate and inform the public.</li></ul>
EDM, EDC	<ul style="list-style-type: none"><li>Utilize Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis to create or modify policies that will enhance economic and fiscal development, such as publicizing the economic, social and environmental benefits of manufacturing and industry, emphasizing the great location of Milpitas, etc.</li></ul>
EDM  Estimated Cost: \$6,000	<ul style="list-style-type: none"><li>Present opportunities for combined marketing with Silicon Valley Economic Development Alliance (SVEDA) to maximize funds.</li></ul>
EDM, EDC, ISM, TC	<ul style="list-style-type: none"><li>Submit to City Council proposal for Wireless Milpitas that will provide services for commercial and residential users.</li></ul> Team: Information Services Manager (ISM) and Telecommunications Commission (TC).

EDM, EDC, City Council Approved: \$37,500	<ul style="list-style-type: none"> <li>Develop trial sign program for San Jose Mineta International Airport and fund as part of FY05-06.</li> </ul>
Implementation Team & Costs	1 – 2 Years
EDM, IS	<ul style="list-style-type: none"> <li>Update and expand the economic development page on the web site on a quarterly basis.</li> </ul>
Implementation Team & Costs	1 – 2 Years
EDM, EDC	<ul style="list-style-type: none"> <li>Continue active support for construction of the two local identifier signs.</li> </ul>
EDM, EDC	<ul style="list-style-type: none"> <li>Improve public awareness of benefits to economic development.</li> </ul>
<b>Objective: Build and maintain an effective place branding strategy.</b>	
<u>City Budget Policy:</u> Oversee completion and implementation of the Economic Development Plan.	
Implementation Team & Costs	1 – 2 Years
EDM, EDC	<ul style="list-style-type: none"> <li>Use a Stakeholder Committee to define the major contributions forming the high quality of life in Milpitas, and to define the relationship between economic development and the high quality of life.</li> </ul>
EDM	<ul style="list-style-type: none"> <li>Work with Chamber of Commerce to update a flexible community profile package that can be used to inform both citizens and potential businesses about Milpitas, focusing on economic development issues.</li> </ul>
EDM	<ul style="list-style-type: none"> <li>Recognize and feature local successful businesses and largest employers in local newspapers, on the website and newsletters. Identify opportunities to involve them in community events to keep the residents informed about the significant contributions made by businesses to the local economy.</li> </ul>
EDM, EDC, City Council Recommended: \$112,500	<ul style="list-style-type: none"> <li>Develop a marketing and public relations program to improve visibility of Milpitas as a business and industry center.</li> </ul>
Implementation Team & Costs	3 - 5 Years
EDM, EDC, Engineering	<ul style="list-style-type: none"> <li>Recommend funding to construct and install all remaining local entryway signs and construct one freeway identification sign.</li> </ul>
Estimated cost: \$1,097,500	a. Remaining local street signs: \$97,500 b. Freeway Identifier Sign: \$1,000,000

## Goal: Improve Retail Spending Opportunities

<b>Objective 2 A: Diversify mix of retailers within the Midtown Area.</b>	
<u>City Budget Policy:</u> Clarify, formalize and implement economic development strategies and policies focused upon generating new and/or enhanced revenues.	
<b>Objective 2.A.1: Work with the Milpitas Redevelopment Agency to implement the Midtown Plan, the Transit Area Plan and any future long-range planning policy documents, taking care to create a shopping environment that will attract retailers.</b>	
Implementation Team & Costs	January – June 2006
EDM, Planning Director	<ul style="list-style-type: none"> <li>ED Manager and Planning Director to meet with Midtown Precise Plan property owners. Make recommendations to Planning Commission and City Council regarding creation of Precise Plan.</li> </ul>
Implementation Team & Costs	1 – 2 Years
EDM, EDC, Planning  Estimated Cost: \$60,000	<ul style="list-style-type: none"> <li>Initiate Precise Plan. Continue to work with Midtown property and business owners.</li> </ul>
<b>Objective 2.A.2: In collaboration with the Chamber of Commerce and the Downtown Milpitas Association promote the City as a place to shop.</b>	
Implementation Team & Costs	January – June 2006
EDC, EDM, Chamber Approved: \$8,000	<ul style="list-style-type: none"> <li>EDC Retail Subcommittee &amp; Chamber Board meet to discuss programs and activities to promote Milpitas shopping through a Shop Local program.</li> </ul>
Implementation Team & Costs	1 – 2 Years
EDM, EDC, Chamber Recommended: \$17,000	<ul style="list-style-type: none"> <li>Implement a "Shop Local" campaign.</li> </ul>

<b>Objective 2.A.3: Support and enhance the Downtown Business Association activities whose purpose is to increase pedestrian traffic in Midtown and to work with the City EDC to promote the City.</b>	
Implementation Team & Costs	Implementation Team & Costs
EDM, EDC Retail Subcommittee, DMA Board	Downtown Milpitas Association (DMA) Board/EDC Retail Subcommittee meets regarding DMA strategies. Identify opportunities to promote Milpitas. Midtown, Transit Study Area (TSA) and industrial and commercial land use changes; hillside opportunities.
<b>Objective 2.B: Expand the existing regional shopping opportunities in the area that includes the Great Mall.</b>	
<b>Objective 2.B.1. Create a realistic market-based vision through Transit Area Plan for the Great Mall area.</b>	
Implementation Team & Costs	January – June 2006
EDM	<ul style="list-style-type: none"> <li>Review TSA Market Analysis with EDC in January or February 2006.</li> </ul>
EDC	<ul style="list-style-type: none"> <li>Develop recommendations on marketing TSA for Council consideration upon adoption of the TSA plan.</li> </ul>
Implementation Team & Costs	1 – 2 Years
EDM	<ul style="list-style-type: none"> <li>Quarterly updates to EDC on TSA planning and existing TSA projects.</li> </ul>
EDC	<ul style="list-style-type: none"> <li>EDC to advise on TSA Implementation efforts.</li> </ul>
<b>Objective 2.B.2. Improve access to regional commercial and recreational opportunities located between 1-680 to 1-880 through signage, landscaping road improvements, light rail, bus, the future BART station, pedestrian pathways and shuttle service.</b>	
Implementation Team & Costs	1 – 2 Years
EDC, EDM, Planning, Engineering	<ul style="list-style-type: none"> <li>Make recommendations for better destination signage throughout the core of the City.</li> </ul>
EDM, Planning, Engineering	<ul style="list-style-type: none"> <li>Facilitate dialogue with railroad, state, and federal landowners to guide redevelopment of their properties in the City particularly along the railroad lines.</li> </ul>
<b>Objective 2.B.3. Coordinate land use planning with Great Mall owners; send economic strategy market data to great Mall's owners; support Mall's efforts to increase up-scale retailers and restaurants.</b>	
Implementation Team & Costs	January – June 2006

EDM, Planning	<ul style="list-style-type: none"> <li>The Mills Corporation is actively involved in the TSA development and meets with staff regularly on tenanting.</li> </ul>
Implementation Team & Costs	1 – 2 Years
EDM, EDC, Planning	<ul style="list-style-type: none"> <li>Support Planning in developing a master lease approach with Great Mall to facilitate new leases and use changes.</li> <li>Initiate annual Great Mall overview with EDC.</li> </ul>
<b>Objective 2.C: Increase demand for upscale retail.</b>	
<b>Objective 2.C.1. Conduct housing retail survey to identify where resident currently shop, which competing retail centers the frequently visit and what they would like to see more of in Milpitas.</b>	
Implementation Team & Costs	1 – 2 Years
EDM, EDC	<ul style="list-style-type: none"> <li>Research best practices on surveys that other cities have used to evaluate the same. Determine applicability to Milpitas and make recommendations on implementation.</li> </ul>
<b>Objective 2.C.2. In collaboration with the Chamber of Commerce, the DMA and the Great Mall owners, promote the City's shopping opportunities to existing and new workers and residents.</b>	
Implementation Team & Costs	1 – 2 Years
EDM, EDC, Chamber, Retail Subcommittee	<ul style="list-style-type: none"> <li>Work with Chamber, DMA and retail shopping centers to develop a comprehensive brochure marketing Milpitas retail.</li> </ul>
Estimated Cost: \$25,000	
EDM, EDC, Planning, Chamber	<ul style="list-style-type: none"> <li>Support district master plans for designated neighborhood and commercial areas to guide their future development. Master plans should be at sufficient detail to permit identification and resolution of major policy issues and development constraints, and at the same time, be general enough to guide rather than to proscribe development solutions.</li> <li>Work with property owners to identify and encourage reinvestment opportunities in designated commercial districts and to develop strategies for repositioning or redeveloping poorly performing neighborhood and commercial uses.</li> </ul>
Estimated cost: \$30,000	

Implementation Team & Costs	3 - 5 Years
EDM, EDC  Estimated Cost: \$10,000	<ul style="list-style-type: none"> <li>Update retail marketing brochure annually for distribution locally and regionally.</li> </ul>
EDM, EDC,  Estimated Cost: \$40,000.	<ul style="list-style-type: none"> <li>Based on research, consider funding a Resident Retail Shopping Survey.</li> </ul>
<b>Objective 2.C.3. Enhance the market feasibility of upscale retail by expanding the supply and choice of executive level housing opportunities. (Added in response to City Council comments on 7/5/05).</b>	
Implementation Team & Costs	January – June 2006
EDM, EDC, Planning  Approved: \$10,000	<ul style="list-style-type: none"> <li>Evaluate zoning policies that may deter executive housing development in conjunction with 6.B.1.</li> <li>Initiate a comprehensive analysis of City land use policies to ensure regulatory policies respond to changing market forces and that development maintains balance and character appropriate for Milpitas.</li> </ul>
Implementation Team & Costs	1 – 2 Years
EDM, EDC, Planning  Recommended: \$10,000 (FY06-07)	<ul style="list-style-type: none"> <li>Evaluate Midtown, TSA and industrial and commercial land use zoning and changes to ensure that executive level housing opportunities are included.</li> <li>Evaluate impacts of hillside opportunities for additional executive housing development.</li> <li>Complete comprehensive analysis of City land use policies to ensure regulatory policies respond to changing market forces and that development maintains balance and character appropriate for Milpitas.</li> </ul>

## Goal: Balance Housing Supply with Demand for Housing by Local Workers

<b>Objective 3: Enhance the range of housing choices and neighborhoods including executive market-rate housing, through the implementation of the Housing Element and the Midtown Plan.</b>	
<u>City Budget Policy:</u> Oversee completion of the Economic Development Plan.	
<b>Objective 3.A.1: Enhance the range of housing choices and neighborhoods including executive market-rate housing, through the implementation of the Housing Element and the Midtown Plan.</b>	
Implementation Team & Costs	January – June 2006
EDM, EDC, Neighborhood Services	<ul style="list-style-type: none"> <li>Continue to encourage mixed-use developments, when feasible, to maximize the development potential of available sites.</li> <li>Presentation of the City's Housing Element in Spring 2006 to EDC.</li> </ul>
<b>Objective 3.A.2: Build upon existing city-led programs to increase all types of housing as well as affordable, owner -occupied housing.</b>	
Implementation Team & Costs	1 – 2 Years
EDM, EDC, Neighborhood Services	<ul style="list-style-type: none"> <li>Review criteria for use of redevelopment funds to further affordable housing and all types of housing in the City and redevelopment project areas.</li> <li>Support master planning for designated neighborhood and commercial areas to guide their future development.</li> <li>Review and analyze vacant, underutilized sites for potential development of specific housing and commercial use.</li> <li>Encourage full utilization of properties under existing zoning consistent with the City's General Plan and other City policies.</li> <li>Promote public investment in infrastructure to support the maximum development potential and encourage investment in underutilized areas.</li> <li>Ensure the ongoing vitality of neighborhood commercial districts by establishing policies to maintain the character of neighborhood districts over time, recognizing that such policies have to be responsive to changing market forces.</li> </ul>

## Goal: Retain and Support the Success of Existing and New Businesses

<b>Objective 4: Retain and expand existing Milpitas-based companies.</b>	
<u>City Budget Policy:</u> Clarify, formalize and implement economic development strategies and policies focused upon generating new and/or enhanced revenues.	
<b>4.A.1: Establish a city government based clearing house of business assistance services available from local, state and federal agencies and other institutions.</b>	
Implementation Team & Costs	January – June 2006
EDM, IT, EDC  Approved: \$3,000	<ul style="list-style-type: none"> <li>Update City’s website with direct links to existing employment and job resource centers such as North Valley Private Industry Council (NOVA) and other business assistance service providers.</li> <li>Design and update an informational package for distribution to small businesses at City Hall such as a business base data, related news articles, and available space for lease in Milpitas.</li> </ul>
Implementation Team & Costs	1 – 2 Years
EDM, EDC, Chamber	<ul style="list-style-type: none"> <li>Develop and coordinate small business assistance programs and activities with the Chamber of Commerce and other public and non-profit entities to provide services to local merchants.</li> </ul>
<b>4.A.2: Consider establishment of Business Improvement District (BID)</b>	
Implementation Team & Costs	1 – 2 Years
EDM, Engineering, DMA, City Council  Estimated cost: \$75,000 per district	<ul style="list-style-type: none"> <li>More applicable as Midtown and other commercial district redevelop. Consider Property Based Improvement District (PBID) depending on more specific goals of formation.</li> </ul>
<b>4.A.3: Consider establishment of HUB or Enterprise Zone</b>	
Implementation Team & Costs	January – June 2006
EDM, EDC	Determine applicability of Historically Underutilized Business (HUB) and Enterprise Zones for Milpitas.
Implementation Team & Costs	1 – 2 Years
EDM, EDC, Planning, Engineering, Public Works	<ul style="list-style-type: none"> <li>Maintain attractive industrial and manufacturing areas.</li> <li>Attract and retain industrial businesses by providing business assistance to industrial and manufacturing businesses.</li> </ul>



<b>4.A.4: Develop a business location incentive program that is flexible, depending on needs, and including the use of existing vacant non-residential buildings.</b>	
Implementation Team & Costs	January – June 2006
EDM, EDC	<ul style="list-style-type: none"> <li>Use EDC to evaluate existing programs in other cities and determine applicability to Milpitas.</li> </ul>
Implementation Team & Costs	1 – 2 Years
EDM, EDC	<ul style="list-style-type: none"> <li>Make recommendations for business incentives to City Council with funding suggestions.</li> </ul>
<b>4.A.5: Consider development of a facility that would attract nano-technology companies.</b>	
Implementation Team & Costs	1 – 2 Years
EDM, EDC,	<ul style="list-style-type: none"> <li>Work with professional groups to identify potential for nanotechnology development and alternative energy development.</li> <li>Meet with Managers of existing business incubators.</li> </ul>
<b>4.A.6. Consider development of an energy-saving program to support installation of photovoltaic panels in existing non-residential buildings.</b>	
Implementation Team & Costs	January – June 2006
EDM, EDC, Building	<ul style="list-style-type: none"> <li>Investigate local permit requirements to determine if fees are competitive to encourage installation.</li> <li>Consider as part of business incentive program if rebates desired.</li> </ul>
<b>4.A.7: Develop and implement a business retention program.</b>	
Implementation Team & Costs	January – June 2006
EDM, EDC, Engineering	<ul style="list-style-type: none"> <li>Develop business outreach targets and create outreach program.</li> <li>Monitor the need for capital improvements to foster economic development on an ongoing basis.</li> <li>Enhance the City’s web site and utilize as a tool to communicate with the business community. Update community profile and business base data. Maintain current information on the web site about economic development events and activities of interest to the business community.</li> <li>Respond proactively to site location inquiries from prospective businesses with information that helps them chose Milpitas as the place to locate their business.</li> <li>Develop and maintain a package of information, which includes a current database on the City’s community profile, business and space inventory and other useful information packets and materials to respond to potential clients’ needs.</li> <li>Develop Request For Proposal (RFP) to complete an existing</li> </ul>
EDM, IS, EDC	
EDM, Planning	
EDM, Chamber	
EDM, Planning, EDC	

Approved: \$80,000	conditions analysis of industrial, Research & Development (R&D) and office buildings outside TSA to establish guidelines for future land use transition. Consider limitation on assembly, medical, dental and similar uses in these areas until analysis complete.
Implementation Team & Costs	1 – 2 Years
EDM, EDC, Planning	<ul style="list-style-type: none"> <li>• Increase support by co-sponsoring Chamber mixers, monthly breakfasts, and annual events that may honor businesses for their contribution to the community.</li> <li>• Strengthen the unique economic role of each business area through zoning and other regulations.</li> <li>• Identify and participate in regional or statewide activities that will promote Milpitas as a regional commerce center.</li> <li>• Review existing conditions report and preliminary findings with property owners and other stakeholders. Present findings to Planning Commission and City Council for implementation.</li> </ul>
Implementation Team & Costs	3 - 5 Years
EDM, EDC	<ul style="list-style-type: none"> <li>• Continue the corporate visits. Corporate visitation should include large employers, large tax generators, and new businesses absorbing substantial or long-term vacancies.</li> </ul>
<b>4.A.8: Consider a process to identify and update streamlined planning and permit processes to keep pace with the challenges of new and emerging technologies to develop competitive advantages for future business development in Milpitas.</b>	
Implementation Team & Costs	January – June 2006
EDM, EDC, Chamber, Planning, IS, Building, Fire, Engineering	<ul style="list-style-type: none"> <li>• Participate in the permit and inspection streamlining Roadmap for Service Improvements. Review recommendations with EDC and consult with Chamber of Commerce prior to implementation for business feedback.</li> <li>• Establish a stronger working relationship with commercial brokers in Milpitas to identify collaborative business attraction opportunities. Work with IS to maintain updated available property listings on the City's web site.</li> </ul>
Implementation Team & Costs	1 – 2 Years
	<ul style="list-style-type: none"> <li>• Evaluate parking standards to ensure sufficient parking for businesses and customers.</li> </ul>

## Goal: Improve Employability of Local Residents

<b>Objective 5.A: Consider the establishment of a career center that would help match local workers with local jobs.</b>	
<u>City Budget Policy:</u> Clarify, formalize and implement economic development strategies and policies focused upon generating new and/or enhanced revenues.	
<b>Objective 5.A.1: Coordinate with existing state and local agencies to provide comprehensive job and training referral services. The Redevelopment Agency could collaborate with these agencies to help provide the facilities, equipment and staffing needed for such a center.</b>	
Implementation Team & Costs	January – June 2006
EDM	<ul style="list-style-type: none"> <li>Meet with NOVA representatives to discuss options for increased outreach to Milpitas residents and report to EDC.</li> </ul>
<b>Objective 5. B: Consider establishment of specialized training centers that support local jobs.</b>	
<b>Objective 5.B.1: Encourage the integration of job training and skill enhancement centers into public and private facilities in the City.</b>	
Implementation Team & Costs	January – June 2006
EDM	<ul style="list-style-type: none"> <li>Work with NOVA and state to determine training and employment financial assistance that may be available to local businesses.</li> </ul>
Implementation Team & Costs	January – June 2006
EDM, EDC, Chamber	<ul style="list-style-type: none"> <li>Publicize information on financial assistance programs for training and employment to local businesses.</li> </ul>
Implementation Team & Cost	1-2 Years
EDM, EDC, Chamber	<ul style="list-style-type: none"> <li>Contact businesses to evaluate effectiveness of financial assistance training and employment programs.</li> </ul>
<b>Objective 5.B.2: Provide coordination services to help employers connect quickly with the right training resources to ensure an adequate supply of skilled workers and ready access for Milpitas residents to local job opportunities.</b>	
Implementation Team & Costs	January – June 2006
EDM	<ul style="list-style-type: none"> <li>Work with NOVA and state Employment Development Department (EDD) to understand how Milpitas residents are assisted with finding</li> </ul>

	<p>local employment opportunities.</p> <ul style="list-style-type: none"> <li>• Make recommendations on how to improve connection needs.</li> </ul>
<b>Objective 5. C: Increase entrepreneurial participation among City residents.</b>	
<b>Objective 5.C.1: Promote entrepreneurship training opportunities through the local Small Business Development Corporation (SBDC) and private business education institutions. Consider a partnership with the Entrepreneur Center for this effort.</b>	
Implementation Team & Costs	January – June 2006
EDM, Mayor, Chamber, SBDC and others Estimated Cost: \$1,500	<ul style="list-style-type: none"> <li>• Organize “Doing Business in Milpitas” Workshop for Tuesday, February 28, 2006. Presentations and breakout sessions focused on new and potential entrepreneurs.</li> <li>• Investigate opportunities with the Entrepreneur Center for specific Milpitas outreach sessions.</li> </ul>
Implementation Team & Costs	1 – 2 Years
EDM, Chamber, SBDC	<ul style="list-style-type: none"> <li>• Conduct annual follow-up workshops.</li> </ul>
<b>Objective 5.D: Support the efforts of Milpitas Unified School District to provide the highest quality education to its students. (Response to CC 7/5/05 comments)</b>	
<u>City Budget Policy:</u> Oversee completion of the Economic Development Strategy.	
<b>5.D.1: Support the Milpitas Unified School District's (MUSD) efforts to increase the number and percent of high school students completing coursework beyond what is requested for high school graduation, especially in math and science. (Response to 7/5/05 CC comments)</b>	
Implementation Team & Costs	January – June 2006
EDM	<ul style="list-style-type: none"> <li>• EDM working with Milpitas High students to create local high tech summer internship program.</li> <li>• Meet with MUSD officials on ways business could better serve to enhance academic status.</li> </ul>
Implementation Team & Costs	1 – 2 Years
EDM	<ul style="list-style-type: none"> <li>• EDM to meet with NOVA and MUSD officials to understand current career based programs and report back to EDC.</li> </ul>
EDM, EDC Subcommittee	<ul style="list-style-type: none"> <li>• Investigate a Business Speaker's Bureau to host student programs as a way to encourage participation in math and science classes.</li> </ul>

<b>Objective 5.D.2: Consider the development of job shadowing and school-to-career programs at the elementary and junior-high school grades. (Response to 7.5.05 CC comments)</b>	
Implementation Team & Costs	1 – 2 Years
EDM, EDC Subcommittee, Rotary	<ul style="list-style-type: none"> <li>• Work with Chamber and Milpitas Rotary to see if Business Experience Day could be expanded. Contact Junior Achievement to see if their program can be of use in this area.</li> </ul>
Implementation Team & Costs	3 – 5 Years
	<ul style="list-style-type: none"> <li>• Evaluate impacts of Speaker's Bureau.</li> </ul>

## Goal: Diversity Milpitas' Economic Base

<b>Objective 6A: Attract new businesses to Milpitas.</b>	
<u>City Budget Policy:</u> Clarify, formalize and implement economic development strategies and policies focused upon generating new and/or enhanced revenues.	
<b>Objective 6.A.1: Develop a well-targeted marketing campaign to attract businesses with strong growth potential.</b>	
Implementation Team & Costs	January – June 2006
EDM, EDC, Chamber	<ul style="list-style-type: none"> <li>• Meet with commercial brokers and development community to expand awareness of Milpitas opportunities.</li> <li>• Develop citywide Wireless opportunities for businesses.</li> <li>• Publicize the TSA and Midtown Specific Plans.</li> <li>• Plan business development tour.</li> </ul>
Implementation Team & Costs	1 – 2 Years
EDM, EDC	<ul style="list-style-type: none"> <li>• Identify those businesses not represented in the Milpitas business community. Determine information needed by those businesses to make location decision and best ways to outreach to them.</li> </ul>
<b>Objective 6.A. 2: Explore opportunities to support incubator programs for emerging industries to provide a foundation for long-term business growth in new industries.</b>	
Implementation Team & Costs	3 – 5 Years
EDC, EDM  Estimated cost: \$200,000/year	<ul style="list-style-type: none"> <li>• Develop cost estimates for starting and administering a business incubator.</li> </ul>
<b>Objective 6B: Increase the supply of Class A professional office space.</b>	
<b>Objective 6.B. 1: Ensure proper zoning in key locations to encourage office development where appropriate.</b>	
Implementation Team & Costs	January – June 2006
EDM, Planning, EDC	<ul style="list-style-type: none"> <li>• Track business condominium conversions to evaluate impact on creating Class A professional office space.</li> <li>• Support Midtown Specific Plan efforts to strengthen downtown to attract more professional office tenants.</li> </ul>

	<ul style="list-style-type: none"> <li>• Evaluate existing zoning ordinance to identify policies that conflict with maintaining a healthy business community.</li> <li>• Recommend EDC create a subcommittee for this effort.</li> </ul>
Implementation Team & Costs	1 – 2 Years
EDM, EDC	<ul style="list-style-type: none"> <li>• Continue to support policies and programs that expand and attract more Class A professional office tenants.</li> <li>• Make recommendations on specific zoning amendments to facilitate continued economic vitality.</li> </ul>
<b>Objective 6.B. 2: Inform developers of opportunities for new office space development in Milpitas.</b>	
Implementation Team & Costs	January – June 2006
EDM, EDC	<ul style="list-style-type: none"> <li>• Meet with commercial brokers and property owners.</li> </ul>
Implementation Team & Costs	3 - 5 Years
EDM, EDC Estimated Cost: \$10,000	<ul style="list-style-type: none"> <li>• Develop targeted marketing for business professionals.</li> </ul>

**Goal: Develop Economic Strategy Performance Measures**  
(Response to City Council comments on 7/0/05)

<b>Objective 7.A: Annually review program performance.</b>	
<u>City Budget Policy:</u> Oversee completion of the Economic Development Strategy.	
Implementation Team & Costs	January – June 2006
EDM, EDC	<ul style="list-style-type: none"> <li>• Develop measurements to gauge effectiveness of ED program and review with City Council.</li> <li>• Identify baseline data for measurements.</li> </ul>
Implementation Team & Costs	1 – 2 Years
EDM, EDC	<ul style="list-style-type: none"> <li>• Evaluate measurements bi-annually.</li> <li>• Present update to City Council and update accordingly.</li> </ul>
<b>Objective 7.B: Update the Economic Strategy as needed.</b>	
<u>City Budget Policy:</u> Oversee completion of the Economic Development Strategy.	
Implementation Team & Costs	January – June 2006
EDM, EDC, Planning, Building, Fire, Engineering	<ul style="list-style-type: none"> <li>• Identify existing city policies may prohibit or are inconsistent and deter business development.</li> </ul>
Implementation Team & Costs	1 – 2 Years
EDM, EDC	<ul style="list-style-type: none"> <li>• Identify potential policy and program updates.</li> </ul>
Implementation Team & Costs	3 Years
EDM, EDC	<ul style="list-style-type: none"> <li>• Update Economic Development Strategy</li> </ul>



## Goal: Provide Administrative Services to the Redevelopment Agency

<b>Objective 8A: Protect the Redevelopment Agency (RDA) from State legislative initiatives to diminish the authority and economic capacity of redevelopment.</b>	
Implementation Team & Costs	January – June 2006
EDM	<ul style="list-style-type: none"> <li>Join California Redevelopment Association and participate in legislative briefings and meetings.</li> </ul>
Implementation Team & Costs	1 – 2 Years
EDM, Finance, City Council	<ul style="list-style-type: none"> <li>Continue to follow state legislative actions regarding redevelopment and use of tax increments.</li> </ul>
EDM, Finance	<ul style="list-style-type: none"> <li>Seek ways to utilize appropriate legislation and economic development tools to generate revenue for the City to continue maintaining a strong fiscal base.</li> </ul>
<b>Objective 8B: Participate in economic development activities of outside organizations (such as: Joint Venture Silicon Valley, North Valley Private Industry Council and the Manufacturing Group).</b>	
Implementation Team & Costs	January – June 2006
EDM, EDC	<ul style="list-style-type: none"> <li>Participate in local and regional organizations that represent business and property owner interest that will more effectively expose Milpitas for future business development.</li> <li>Organize "Doing Business in Milpitas" presentation for Good Morning Milpitas (January 13, 2006).</li> </ul>
Implementation Team & Costs	1 – 2 Years
EDM, Building, Planning, Fire, Engineering, Finance	<ul style="list-style-type: none"> <li>Organize a "Doing Business in Milpitas" work fair for local contractors and "do-it-yourselfers".</li> <li>Host annual Chamber Mixers at City Hall.</li> </ul>
Estimate Cost: \$2,500	

<b>Objective 8C: Lead in the preparation of Redevelopment Agency Five Year Implementation Plan update.</b>	
Implementation Team & Costs	January – June 2006
EDM, Finance, Engineering	Presentation of 5 year Plan by City Council/Redevelopment Agency in February/March 2006.
Implementation Team & Costs	1 – 2 Years
EDM, Finance	Hold bi-annual public hearing in 2007/08.